## **MEMORANDUM**

To: Board of Regents

From: Board Office

**Subject:** Report on Affiliated Organizations

Date: January 6, 2003

## **Recommended Action:**

Receive the reports on the following affiliated organizations:

University of Iowa

- Alumni Association
- Facilities Corporation
- Foundation
- Oakdale Research Park
- Research Foundation
- Student Publications, Inc.

Iowa State University

- Agricultural Foundation
- Alumni Association
- Foundation
- Iowa 4-H Foundation
- Memorial Union
- Research Foundation
- Research Park

University of Northern Iowa

- Alumni Association
- Foundation
- Research Foundation
- Properties Corporation

## **Executive Summary:**

Affiliated organizations are independent entities that provide financial resources for students, programs, facilities, and research; extend outreach services; enrich campus experiences; and comprise a wide variety of special activities and interests.

The Board receives reports from the Regent institutions on these affiliated organizations that support the mission of the Regent institutions. The annual reports, financial data, and / or audit information for the identified organizations are summarized in this memorandum.

The independent auditor reports on the financial statements of the affiliated organizations noted that they were presented fairly in all material respects. Any irregularities or significant issues identified are to be brought to the Board's attention immediately. No irregularities were reported.

Most of the affiliated organizations suffered devaluation of their investments during the fiscal year.

#### Strategic Plan:

The Board's Strategic Plan identifies four key result areas: quality, access, diversity, and accountability. Affiliated organizations support various aspects of the Board's key result areas at the Regent institutions.

## **Background/Analysis:**

<u>lowa Code</u> §262.9(8) allows the Board to authorize nonprofit foundations acting solely for the support of institutions governed by the Board to accept and administer trusts deemed by the Board to be beneficial for its institutions.

Regent Policy Manual §1.09 directs the Regent institutions to report on activities with affiliated organizations.

Each university has an alumni association, a university foundation, and a research foundation. Other affiliated organizations enhance or relate to specific areas of an institution's mission (i.e. the Oakdale Research Park Corporation at SUI and the Agricultural Foundation and the Iowa 4-H Foundation at ISU.)

Copies of detailed reports are retained in the Board Office.

## **University of Iowa Alumni Association**

Background

The Alumni Association was founded as a nonprofit organization in 1867.

It is governed by a 28-volunteer member Board of Directors and has over 55,000 members or approximately 26% of the University's living alumni.

Purpose

The Association provides alumni record keeping services to the University in exchange for financial support covering the salaries and related benefits of staff and other costs of record keeping, which totaled \$471,398 for FY 2002, as compared to \$493,596 for FY 2001.

The Association dedicates itself to:

- Advancing the cause of education;
- Promoting and strengthening the University;
- Providing a comprehensive offering of programs, services, communications, and benefits to its members.

# Financial Information

The financial audit reported revenue of \$2.6 million and expenses of \$3.4 million, giving the Association a net loss of \$718,846 after taxes for FY 2002.

The June 30, 2002, net assets of \$3.8 million represent a 15.8% decrease from FY 2001.

Investments consist solely of a pooled fund invested with the University of Iowa Foundation's long-term investment pool and totaled \$5.6 million, fair market value, as of June 30, 2002, compared to \$6.2 million in FY 2001.

## **University of Iowa Facilities Corporation**

#### Background

The Facilities Corporation was incorporated in 1967 as a supporting organization for the University of Iowa Foundation.

A Board of Directors, elected by the Board of the SUI Foundation, governs it.

## Purpose

The Corporation assists with maintaining, developing, increasing, and extending the facilities and services available to the University.

It acquires and holds property for the benefit and use of the University.

## FY 2002 Highlights

The Corporation:

- Purchased three properties during the year:
  - 7 Triangle Place (sold to SUI in January 2002);
  - 530 North Clinton Street (leased to SUI beginning July 2002); and
  - 609 Melrose Avenue (sold to SUI in July 2002).
- Conveyed ownership of the Hawk Shop to SUI in February 2002.
- Sold property to SUI in September 2002 (223 Lucon Drive).
- Acquired and leased a single residence home to SUI (111 Church Street).

Two series of University of Iowa Facilities Corporation bonds (Series 2002A for \$17,000,000 and Series 2002B for \$8,000,000) were sold for the SUI Carver College of Medicine Roy J. and Lucille A. Carver Biomedical Research Building. The bonds were sold to provide a portion of the funds needed to construct the facility.

The Corporation anticipates that it may issue approximately \$10 million in bonds to facilitate construction of the Pomerantz Career Services Center.

## Financial Information

Total income for the year ended June 30, 2002, was \$373,925; total expenses were \$140,181.

Total net assets on June 30, 2001, were \$1.1 million.

## University of Iowa Foundation

#### Background

The Foundation was established as a nonprofit organization in 1956.

It is governed by a Board of Directors and is located in the privately financed Levitt Center for University Advancement on the University's campus.

## Purpose

The foundation solicits, receives, and administers gifts for the sole benefit of research and education at the University of Iowa.

## FY 2002 Highlights

The University-Wide Comprehensive Campaign is a six-year campaign to raise \$850 million and began on January 1, 1999 and will conclude in December of 2005.

A public kickoff and announcement was held on June 8, 2002. Objectives include:

- Enhancement of the undergraduate experience;
- Graduate and professional programs of distinction;
- Distinguished research, scholarship and artistic creation;
- Interdisciplinary interaction; and
- Enrichment of the campus environment.

#### Private Gift Results:

- Raised \$145 million in gifts, pledges, and future commitments in calendar year 2001;
- Received an exceptional number of significant gifts, including two gifts of \$10 million, one from the Carver Trust and one from Marvin and Rose Lee Pomerantz; and
- Secured more than \$1 million dollars for the third year in a row through the student Telefund program.

## Financial Statements

## The Foundation manages:

- Net assets on behalf of the University, which totaled \$594.0 million as of June 30, 2002. The financial statements reported:
  - Net pledges receivable of \$86.7 million for FY 2002, of which \$37.8 million is expected to be collected within the next year;
  - Investments of \$565.3 million, a 3.3% decrease from the FY 2001 investment balance of \$584.9 million;
  - Combined support and revenues for FY 2002 totaling \$89.5 million, expenditures and deductions on behalf of SUI and affiliates totaling \$44.9 million, and Foundation operating expenses totaling \$17.6 million; and
  - An increase in net assets of \$27.0 million for FY 2002.
- The majority of the nearly \$600 million of net assets as of June 30, 2002, is restricted.

## **University of Iowa Oakdale Research Park**

#### Background

The Corporation was established in 1989 as a nonprofit organization.

#### Purpose

Its objectives are to:

- Advance the regional economy by fostering business growth, and;
- Advance research at the University by encouraging and enabling collaboration between the University and the private sector.

The Park offers leased building sites and space to businesses engaged in basic and developmental research, product development, and light manufacturing linked to research and development activities.

## FY 2002 Highlights

Highlights for the year include:

- Expansion of Breakthrough to Literacy, Inc., a leading developer of interactive literacy programs, in to more than 6,000 classrooms and assistance to over 125,000 children.
- Completion of the Corridor Technology Center, Phase 1, a \$4 million, 37,500 square-foot facility, and the beginning of construction for Phase II, a \$3.6 million, 30,000 square-foot facility.
- Preparations for the opening of a newly constructed facility for start-up biotechnology incubator companies. (The facility, a 4,300 square-foot wet laboratory, was made possible by a \$500,000 Advanced Research Commercialization award from the lowa Department of Economic Development.)
- Completion of final calibrations that enabled the National Advanced Driving Simulator to become fully operational in FY 2002.

## Financial Information

The Park received an FY 2002 operating appropriation of \$211,271 from the State of lowa, a decrease of 9.4% from FY 2001, and rent income of \$87,024.

Revenue exceeded expenses by \$67,601 in FY 2002. The net assets balance as of June 30, 2002, was \$645,761.

#### **University of Iowa Research Foundation**

#### Background

The Research Foundation was established in 1975 as a nonprofit corporation and is governed by a Board of Directors. Board members are selected from SUI faculty and staff, members of the Board of Regents, officers and directors of the SUI Foundation, and the public.

#### Purpose

It manages inventions and intellectual property created at the University.

The Foundation selectively obtains patents and copyright protection for University inventions and discoveries, as well as licenses to businesses and industry to transfer the results of University research for public use and generate income for education and research.

## FY 2002 Highlights

The Research Foundation:

- Received 88 invention disclosures;
- Filed 77 U.S. patent applications;
- Received 36 issued patents;
- Executed a record 37 options / licenses; and
- Reported just over \$8 million in earnings.

## Technology Transfer

The patented CMV Promoter for Increased Protein Expression is one of the most prominent technology transfer successes at SUI. It was discovered in the study of gene regulation mechanisms in the CMV virus in the laboratory of Mark F. Stinski, SUI Professor of Microbiology.

The CMV Promoter has been widely used in the biotechnology industry. FDA approval has been granted to five CMV-based drugs that are currently being used to treat patients with cancer and other diseases.

The UIRF negotiated non-exclusive licenses for use of the CMV Promoter with 66 industrial partners at the end of FY 2002, up from 57 licenses at the end of FY 2001.

## Financial Information

At June 30, 2002, revenues and support were \$10.0 million while expenses were \$9.1 million. Net assets were nearly \$2.1 million.

#### University of Iowa Student Publications, Inc.

#### Background

Student Publications is an educational, nonprofit corporation.

The Board of Trustees consists of three alumni of the University and *The Daily Iowan* newsroom, three faculty members, two staff members, and four university students.

#### Purpose

It runs and manages The Daily Iowan, which:

- Publishes 200 editions per year;
- Employs 75 students, 12 full-time employees, and 150 carriers;
- Circulates 20,500 copies during the fall and spring semesters and approximately 12,000 copies during the summer;
- Boasts over 60,000 readers a day;
- Serves over 10,000 a day on their web site, half of which are alumni living outside of lowa; and
- Gives three full in-state tuition scholarships annually.

The Daily Iowan's goals include:

- Training journalists; and
- Providing a newspaper for the University of Iowa Community.

## FY 2002 Highlights

The Daily Iowan:

- Published over 3,500 pages and placed over 20 students in full-time media work after graduation;
- Hosted many major news organizations on campus to recruit students; and
- Reported that its managing editor won the Associated Collegiate Press College Journalist of the Year.

The Daily Iowan is currently working on a five-year goal plan, which includes planning for the move into the new School of Journalism in two years.

# Financial Information

The newspaper had \$2.0 million in revenue, \$2.1 million in operating expenses, and \$1.2 million in net assets for the year ended June 30, 2002.

## **Iowa State University Agricultural Foundation**

## Background

The Agricultural Foundation was established as a nonprofit organization in 1937, under the governance of a Board of Trustees.

#### Purpose

A new mission statement was developed during FY 2002: "To provide opportunities for lowa State University College of Agriculture to support people and infrastructure vital to the future of lowa agriculture.

## FY 2002 Highlights

Newly adopted Guiding Principles:

- To provide the majority of resources for scholarships and educational programs in support of the Foundation's mission.
- To support the ISU College of Agriculture infrastructure initiatives.
- To invest bequests to the ISU Agricultural Foundation, to the extent practical, in accordance with the wishes of the benefactor and the policies of the ISU Agricultural Foundation.

Continued support for the C.R. Musser Scholarship program included:

- Freshman Scholarships (\$20,000);
- Transfer Student Scholarships (\$20,000);
- Off-Campus Student Scholarships (\$10,000);
- International Travel Scholarships (\$11,000); and
- Support for internships at the College's Outlying Research Farms (\$9,000).

Two new scholarships were set up with funds from Foundation donors:

- Kiley and Marie Powers Scholarship for upper class students majoring in the College of Agriculture in a plant-related major; and
- Harold and Arlene Estes Agricultural Scholarship for freshmen entering the College of Agriculture.

Matching funds of up to \$75,000 were approved to assist the Southeast Iowa Agricultural Research Association purchase 76 additional acres of land.

## Financial Information

Foundation funds of \$2.6 million are invested through the ISU Foundation under an agreement between the two organizations.

Foundation equity on June 30, 2002, was \$3.0 million, a decrease of 9.1% from FY 2001.

## **Iowa State University Alumni Association**

#### Background

The Alumni Association was incorporated in 1932 and was organized for benevolent, charitable, scientific, and educational purposes.

A Board of Directors, consisting of 19 elected members and 8 ex-officio members, governs the Association.

It has 44,240 members, including 21,226 life members, 18,796 annual members, and 4,218 student members.

## Purpose

The Association promotes the general welfare of Iowa State University by fostering a spirit of loyalty and commitment among its constituents: students, alumni, faculty, staff, and friends.

## FY 2002 Highlights

The Association:

- Emphasized restructuring of the alumni club / chapter program.
- Hired a research firm to conduct an evaluation of alumni attitudes, perceptions, and behaviors toward alumni clubs.
- Continued with the goals of its strategic plan, which include:
  - Strengthen Membership;
  - Engage Constituents;
  - Develop Strategic Alliances; and
  - Enhance the Health of the Organization.
- Sponsored athletic-related events, including:
  - Football pre-game events;
  - Travel packages to the Independence Bowl Game; and
  - Spirit rallies for the Big 12 men's and women's basketball tournaments, and also at the NCAA games.
- Held career programs for alumni and students, which include the on-line alumni directory, Drake Beam Morin career management program, breakfast and lunch clubs, and the Regent Universities' Job Fair.
- Continued its mentoring program that matches prominent ISU alumni with ISU enrolled National Merit, National Hispanic, and National Achievement scholars.

# Financial Information

The ISU Foundation manages the Association's investments of \$4.6 million.

The Association revenues totaled \$1.9 million, and expenses totaled \$2.4 million for the year.

Reported revenues included an allocation of \$189,929 to the Association from lowa State University to cover certain payroll and operating expenses incurred by the Association for operation and maintenance of an alumni records system.

The June 30, 2002, net unrestricted assets were \$1.8 million, a 10% decrease from FY 2001.

## **Iowa State University Foundation**

#### Background

The foundation was incorporated in 1958 and is governed by a Board of Directors.

#### Purpose

Its mission is to secure and manage private gifts that support Iowa State University's aspiration to become the nation's best land-grant university.

The Board commits itself to three guiding principles:

- Building donor trust;
- Increasing accountability to all stakeholders; and
- Providing opportunity and access to persons seeking an Iowa State Education.

## FY 2002 Highlights

During FY 2002, the Foundation:

- Transferred \$38.9 million to ISU for the benefit of faculty, students, and programs;
- Experienced many successful fundraising efforts:
  - Nearly \$66 million in new gift income;
  - New support totaling \$16 million for student scholarships and fellowships;
  - Gifts of \$4.2 million designated for faculty support, including new endowed chairs or professorships in Veterinary Medicine, Engineering, Agriculture, and Business; and
  - Continued support for several new buildings.
- Recommitted itself to the following guiding principles:
  - Building donor trust;
  - Increasing accountability to all stakeholders; and
  - Providing opportunity and access to persons seeking an ISU education.
- Announced a fundraising campaign to renovate Morrill Hall, one of ISU's oldest and best-known buildings.

# Financial Information

The Foundation's FY 2002 audit reports revenues of \$24.3 million, expenditures of \$51.0 million, and net assets of \$350.2 million.

A two-year, \$50 million fundraising effort to help raise money for students and faculty was started by the Foundation. Nearly half of the money has been raised and numerous scholarships and endowed faculty positions have been created.

## **Iowa State University Iowa 4-H Foundation**

Background

The Iowa 4-H Foundation was founded as a nonprofit organization in 1949.

Purpose

It assists lowa's youth in becoming productive, self-directed, contributing members of society. The Foundation provides financial assistance for 4-H and youth programs, as well as projects for which tax monies are insufficient or ineligible.

The Foundation works in partnership with the ISU Extension 4-H Youth Programs, the National 4-H Council, and the ISU Foundation.

FY 2002 Highlights FY 2002 was the nationwide centennial of 4-H. The Foundation provided support for a centennial display, the installation of 100 Hall of Fame Award Winners, and for the publication of a children's book sharing the history of 4-H that was underwritten by donors.

Along with the 4-H Youth Department, the Foundation co-hosted the North Central Volunteer Leader's Forum, which was held in Des Moines in November 2001.

Foundation recognition opportunities included 70 college scholarships to former 4-H'ers, of which 46 were awarded to students attending Regent universities.

Financial Information

4-H Foundation investments, which are pooled with funds from ISU, had a market value of nearly \$2.4 million as of June 30, 2002.

Revenues for FY 2002 totaled \$881,757; expenses totaled \$1.2 million. The loss of investment income and unrealized losses on investments contributed to the disparity.

Net assets as of June 30, 2002 totaled nearly \$3.8 million.

#### **Iowa State Memorial Union**

## Background

The Union was incorporated as a nonprofit corporation in 1922 as one of the first 100 unions in the United States.

It was governed by a Board of Directors and operated on land deeded by the State of Iowa.

In November 2002, the Board of Regents adopted a resolution to transfer the Memorial Union to the University by establishing a self liquidating Memorial Union Facility, and approving a Memorandum of Agreement between and among the ISU Memorial Union Corporation, the Government of the Student Body at ISU, and the Board of Regents.

## Purpose

The primary mission of the Union is to function as a University Community Center by:

- Providing services and amenities;
- Enhancing the educational process; and
- Providing social, recreational, and development activities for students, faculty, staff and alumni of Iowa State University.

## FY 2002 Highlights

- Approximately 18,800 persons used the Union facilities daily;
- 9,768 various meetings, events, and activities were scheduled by the Union serving 477,900 patrons;
- 162,040 students, faculty, and staff were served by 473 programs, which were sponsored by the Student Union Board in conjunction with the Program Department;
- Over 1,002,000 customers were served in the food court, convenience stores, and by catering; and
- The parking ramp served 283,571 customers while Guest Rooms served 16,964 customers.

# Memorial Union Building

No state-appropriated funds were used in the construction of the building; nor are any used in the operation of the facility.

Student fees provide the Union with income for operations, debt service, and programming and reserves for renovations.

# Financial Information

Combined revenues for FY 2002 totaled \$8.7 million including \$6.9 million from operations, interest, contributions, and other income, and \$1.8 million from the allocation of student fees.

Net assets as of June 30, 2002 totaled \$6.9 million.

## **Iowa State University Research Foundation**

## Background

The Research Foundation was organized in 1938 to assist in securing protection for intellectual property for the ISU community.

#### Purpose

The Foundation provides the mechanism for obtaining and promoting patents, copyrights, trademarks, and licenses for intellectual property developed by faculty, staff, and students at the University.

The ISU Office of Intellectual Property and Technology Transfer (OIPTT), works with the Research Foundation to:

- Solicit inventions from ISU's faculty, staff, and students to facilitate the technology transfer and licensing process;
- Market ISU technologies to industry, seeking patent protection where appropriate; and
- Provide educational services related to intellectual property issues to faculty, staff, and students.

## FY 2002 Highlights

## During the year:

- 29 patents were issued;
- 287 license and option agreements were executed;
- 30 patent applications were filed; and
- 34 provisional patent applications were submitted.

### Current portfolio contains:

- 456 active disclosures;
- 114 patent applications in process;
- 367 active patents; and
- 1,038 active license and option agreements.

# Financial Information

#### The Foundation:

- Disbursed \$2,364,441 to 83 individual inventors;
- Disbursed \$1,041,392 to five of the University's colleges from royalties;
  and
- Provided over \$1.2 million in grants to the University, primarily for research.

Disbursement of research funds directly leveraged during FY 2002 totaled \$363,713.

For the fiscal year ended June 30, 2002, Foundation revenues were \$12.6 million, expenses were \$9.5 million, and net income was \$3.1 million.

The June 30, 2002, net assets were \$20.2 million, a decrease of 3.8% from FY 2001.

## **Iowa State University Research Park**

#### Background

The ISU Research Park (ISURP) was incorporated as a nonprofit corporation in 1987. The corporation manages both the Research Park and the Iowa State Innovation System (ISIS).

#### Purpose

Its mission is to provide an environment where established technology-related organizations and science and technology entrepreneurial ventures can develop and prosper in lowa.

## FY 2002 Highlights

The Park:

- Housed 43 companies and centers and 8 ISIS affiliate companies;
- Had six new companies join the Park and several tenants expand their operations; and
- Began construction on Multi-tenant Building IV, Phase I and began planning for Phase II;
- Completely built out a wet lab and an office for a tenant in Multi-tenant Building III;
- Began the design and financing for a Biologics Facility; which will attract tenants from among the world's leading firms in plant-derived specialty proteins; and
- Combined the staffs of the ISURP and of the Pappajohn Small Business Development Center.

# Financial Information

The Foundation's support and revenue totaled \$2.3 million for the fiscal year while expenses totaled \$1.9 million. Net property & equipment totaled \$12.7 million.

Net assets as of June 30, 2002 were nearly \$3.0 million.

The state of Iowa reduced funding to the ISU Research Park by 60% for FY 2003. ISURP reports that it will remain focused on assisting tenants with start-up and grown phases of their businesses to the extent feasible.

## **University of Northern Iowa Alumni Association**

#### Background

The UNI Alumni Association was organized in 1879 to promote the interests of the alumni of the Iowa State Normal School.

It incorporated under the name University of Northern Iowa Alumni Association in 1972.

A 28-member Board of Directors governs the Association. It has 86,642 total alumni members including 1,210 student members.

## Purpose

The Association, primary communicator between the University and its graduates:

- Assists the University in maintaining a continuing relationship with their students following graduation;
- Advances the cause of education and promotes the welfare of the University of Northern Iowa, its faculty, graduates, students, and former students; and
- Assists with scholarships facilities, and cultural activities for which state dollars are not available.

#### The Association:

- Conducts programs to strengthen the University;
- Coordinates charter clubs and alumni receptions, reunions, and the Heritage Honors Program; and
- Sponsors Student Alumni Ambassadors.

## FY 2002 Highlights

The Association participated in Community Visitation Days, showcasing the University and its programs to cities around the state.

# Financial Information

Association revenues for the year totaled \$82,779; expenses totaled \$304,090.

Net assets were \$458,933 on June 30, 2002.

## **University of Northern Iowa Foundation**

#### Background

The Foundation was formed in 1959 as the official channel through which gifts may be given for the benefit of the University of Northern Iowa.

It is governed by a 30-member Board of Trustees and has established two additional nonprofit entities:

- UNI Properties Corporation
- UNI Research Foundation

## Purpose

The mission of the Foundation is to provide the necessary resources to assist the University of Northern Iowa to be the nation's finest comprehensive university, known for high quality learning environments, and a genuine sense of community.

## FY 2002 Highlights

#### The Foundation:

- Reached approximately \$68 million in Foundation assets;
- Transferred nearly \$5.2 million to the University for student scholarships, program support, and capital projects; and
- Raised approximately \$17 million in gifts, pledges, and expectancies for the benefit of the University.

**Students First** Campaign (Initiated in April of 2000 - \$75 million goal; Increased goal in May 2002 to \$100 million):

- Exceeded \$75 million in gifts and pledges; and
- Raised approximately \$14.4 million to date for the facility construction and enhancement component.

# Financial Information

The audit report includes combined financial statements for:

- UNI Foundation;
- UNI Properties Corporation; and
- UNI Research Foundation.

For the fiscal year ended June 30, 2002, total combined revenues of \$10.5 million exceeded expenditures of \$7.6 million.

The June 30, 2002, combined net assets totaled \$63.7 million.

## **University of Northern Iowa Research Foundation**

#### Background

The Research Foundation was founded in 1997 exclusively for charitable, educational, and scientific purposes.

A Board of Trustees governs this entity, which is a subcorporation of the UNI Foundation.

#### Purpose

The Research Foundation authorizes monies for the research and development of prospective patents and other intellectual properties. It works in conjunction with the University of Northern Iowa Intellectual Property Committee.

The purposes of the Research Foundation are:

- To advance, develop, increase, and extend the progress of science and useful arts through encouraging and assisting investigation, research, and education at the University of Northern Iowa.
- To receive by gift, grant, devise, or bequest, and to acquire by purchase, lease, exchange or otherwise, property, both real and personal.
- To make contributions, grants, gifts and transfers of property, both real and personal, for the benefit of the University of Northern Iowa.

## FY 2002 Highlights

## The Foundation:

- Holds all University patents, trade secrets, and licensing agreements.
- Has ownership in two companies.

## Financial Information

Financial statements for the Research Foundation are included in the UNI Foundation audit report.

## **University of Northern Iowa Properties Corporation**

Background The corporation was established in 1997.

A Board of Trustees governs it.

Purpose The Corporation holds title to real estate and collects income only during the

time between receipt and sale of the real estate.

Proceeds from the sale of real estate are distributed to the UNI Foundation

according to donor specifications.

FY 2002 Highlights The present value of retained life estate was reported at \$95,130 in the

independent auditor's report.

Financial Information Financial statements for the Properties Corporation are included in the UNI

Foundation audit report.

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